

USAID/SENEGAL TRANSITION PLAN

TO 1998-2006 COUNTRY STRATEGY PROGRAM

(MAY 1998 - SEPTEMBER 1999)

Note:

Non-text files (e.g., spreadsheets, charts, maps, etc.)
have been appended at the end of the document

USAID/SENEGAL TRANSITION PLAN TO 1998 - 2006 COUNTRY STRATEGY PROGRAM (May 1998 - September 1999)

1. INTRODUCTION

Since completing the development of the new Country Strategy Program (1998-2006) in January 1998, the Mission has been actively engaged in implementing a transition from the old strategy (1992-1998) to its new eight-year program. A Transition Team has been established to assist the Mission in putting in place all the necessary tools to initiate operation of the new strategy, while current teams have been focusing on achieving their FY 1998 results and closing out ongoing activities.

The new CSP was approved by USAID/Washington in February 1998. The purpose of this plan is to provide a management tool for USAID/Senegal in its efforts to consolidate its gains from the previous strategy and ease into implementation of the new CSP during the coming FY. While the plan serves as a guide for USAID/Senegal's actions, the Mission is also sharing it with USAID/Washington for its information as requested per USAID/Washington CSP approval cable STATE 46969.

2. TRANSITION ACTIVITIES (5/98-9/99)

While FY 1998 is being spent completing implementation of most activities supported under the old strategy, the Mission is also preparing now to implement the new strategy in FY 1998. The transition process which was initiated in November 1997, includes the following three key categories of activities:

- (1) closing out current activities which do not fit into the new strategy as of September 1998, or continuing systems and critical activities from the old strategy which are showing results and fit into the new strategy until mechanisms and partnerships are in place under the new strategy;
- (2) developing and putting in place new agreements and implementation instruments under the new CSP; and
- (3) initiating pilot implementation activities necessary to phase in the new strategy.

This section will describe the key activities in these three categories which we believe will bring us through a smooth transition into full implementation of the new CSP by the end of FY99.

2.1. The close-out of the current program:

Close-Out plans for individual activities and monitoring tools have been developed and are being carried out by the Mission Close-Out and SWAT teams. Close-out steps include:

2.1.1. Extending selected activities under the old strategy SOAGs beyond the scheduled September 1998 completion date (i.e., from October 1, 1998 to February 1999) to allow for smooth close-out (SWAT Team-SOT1-SOT2: 05/98). These extensions include:

- The Management Science for Health (MSH) Contract for Child Survival and Family Planning, under the current Health SOAG1;

- The Consortium for International Development (CID)/NRBAR Contract under AG/NR SOAG2, to complete ongoing long-term training in U.S. and in-country training;
- Long-term training in U.S. managed by Southeast Consortium for International Development (SECID), under SOAG2, and;
- Impact Assessment under SOAG2 to be carried out by a private firm.

2.1.2. Allowing for the PVO/NGO Activity and NTF TA Contract to continue until their scheduled completion in June 1999 (DIR-CATT:05/98);

2.1.3. Deciding on extension of HRDA Program to provide for critical training programs during FY 99 (DIR-CATT-TT: 06/30/98);

2.1.4. Concluding USAID/Senegal's participation in multi-donor-funded agricultural census program (DIR-SOT2-PRM: 9/30/98);

2.1.5. Initiating close-out of all technical activities of the old strategy which do not fit under the new strategy and are scheduled to be completed by September 1998 (Contractors, Cooperative Agreement partners, Cooperating Agents, Grantees, GOS partners and Mission Teams: 06/30/98);

2.1.6. Submitting performance and financial reports to USAID/Senegal and GOS partners (TA Contractors, Cooperating Agents, Agreement partners, Grantees: before September 1998);

2.1.7. Disbanding the current SOT1, SOT2, CATT, TT on 09/30/98;

2.1.8. Designating teams or individuals responsible for taking over close-out activities extending beyond the end of the completion of the old strategy (DIR: 09/30/98), as per 2.1.1 above.

2.2. Steps for phasing in the new program:

In order to put the new strategy into operation as of October 1, 1998, the Mission plans to conduct the activities outlined below:

2.2.1. Review and arrive at final decisions concerning first year activities, (TT-DIR-PRM: before 06/4/98).

2.2.2. Discuss parameters for amending SECID Cooperative Agreement to determine magnitude of possible changes/readjustment to program description of SECID Cooperative Agreement. Discuss and arrive at decisions concerning the administrative implications of such changes or readjustment¹

¹Note: The result of these deliberations could affect the extent to which SECID is involved in implementation of specific activities noted in the rest of this transition plan below. If the decision is to limit SECID's involvement in any aspect of those activities, alternative implementation arrangements will have to be made.

(RCO-SOT2: before 06/04/98).

2.2.3. Conduct a two-day workshop (June 4-5, 1998) to arrive at decisions regarding contracting options and modalities; a clear definition of how to operationalize the demand-driven approach;

2.2.4. Prepare a procurement plan for implementing instruments (TT-RCO: by 06/10/98);

2.2.5. Consolidate the CSP Part of the Management Contract by integrating the needed changes and transmitting them to USAID/W (PRM: 06/15/98).

2.2.6. Hiring of a PSC Democracy/Governance Specialist (TT-PRM-RCO:5/98-09/99) for 15 months starting on June 15, 1998 to assist the Transition Team and serve as interim D/G Coach.

2.2.7. Develop illustrative Results Packages in collaboration with the strategy partners (Transition Team: by 06/30/98);

2.2.8. Develop IEEs for each SO and obtain approval for them by AFR/Bureau EO (TT: 6/30/98);

2.2.9. Develop, negotiate, and sign 3 Strategic Objective Agreements with the GOS (PRM-TT: 8/31/98);

2.2.10. Develop scopes of work for implementing instruments (TT: 8/31/98);

2.2.11. Amend SECID Cooperative Agreement to reorient it for new CSP (old SOT2- new SO1&2-AME-TT-PRM-RCO:5/15/98 - 9/30/98): Reorientation highlights are described briefly in section 4. THE FY 1999 START-UP PROGRAM below and will be further developed in a proposal to be submitted to USAID/Senegal by SECID.

2.2.12. Pre-select the first year zones of intervention, including developing a rationale (TT: 8/98): One of the guiding principles of the demand driven approach is that the Mission will not preselect the geographic areas where activities will be implemented. However, the Mission proposes to preselect a limited zone of intervention for the first year phase, i.e., the specific 15 CRs where CBNRM has been active in the regions of Fatick, Kaolack, Kolda and Tambacounda, to continue to obtain results on progress already made under the current CPSP and to serve as a learning/pilot phase while the larger program is being established. Also, the 5 additional CRs already approved under the FY98 CBNRM Work Plan will be included in the transition activities. These 20 CRs will help the Mission gain experience with different levels of decentralized governments, while allowing us to maximize the past investments already made in these areas. In addition, Dakar is not excluded as a possible zone of intervention during the transition phase, nor are some health districts where benefits are to be gained by continuing to build on past results. The demander partners and customers included in this first year zone may continue throughout the strategy period, depending on their performance.

2.2.13. Initiate a one-year contract (10/98/-09/99) to assist AME in the establishment and start-up of a viable IMS and M&E plan (AME-SOs-RCO:7/30/98-o/a 8/30/98): This contract will allow for the smooth start up of the AME systems essential to tracking results under the new CSP. It will include

assistance in determining the best lower-level indicators and target, designing and obtaining baseline data and establishing a functional IMS and M&E plan for the new CSP implementation. Collection of baseline will be on-going through out the transition period, and will be led by AME in close collaboration with SO teams, partners, especially SECID, EROS and other partners already on the ground implementing the new strategy.(Estimated cost: \$500,000)

2.2.14. Contract for the launching of the initial outreach campaign (TT-PRM-RCO:9/30/98): The Mission plans to contract with a local private firm to conduct a limited customer outreach campaign for the specified transition zone.

2.2.15. Put all new USAID/Senegal teams in place to implement the new strategy (ADM-DIR-PRM-:5/98-10/30/98): This process is already well underway, with the development of the proposed new staffing pattern, but still requires many steps including writing new position descriptions, internal competition for positions, reviewing candidates and deciding on individuals for each position, as well as filling positions which require outside advertisement.

2.2.16. Amend USGS/EROS PASA for 4-5 months to allow for completion of current activities and plan for possible new PASA for long-term Environment and Monitoring & Evaluation assistance under new CSP (AME-RCO:8/30/98): Due to the elections and imminent changes in key GOS cabinet positions, the planned SOW for EROS to conduct a cabinet-level briefing on the state of the environment will not be possible before the 9/30/98 end of the current PASA. In addition, given EROS's capacity to conduct long-term environmental monitoring using a unique combination of advanced techniques, it is in USAID/Senegal's best interest to continue this relationship and benefit from EROS expertise in the development of the new CSP IMS and M&E plan.

3. THE FY 1999 START-UP PROGRAM

3.1. Strategic Objective One: Sustainable increases in private sector income generating activities in selected sectors.

3.1.1. Savings and Loan for AG/NRM-based Enterprises: Based on SECID's proposal, activities related to the introduction of savings and loan program in selected CRs will be initiated in early Fiscal Year 1999. Pending its possible extension to a wider geographic area after FY 1999, this initial program may start with about 5-7 rural communities (CRs). It is anticipated that the savings and loan program will include the following components:

- * Technical support and training for credit/savings association managers and microentrepreneurs, Decentralized Financial System managers in operational procedures, administrative and financial systems, accounting and internal control techniques, business plan preparation, basic accounting, business planning and appropriate technologies for the planned enterprises.

- * Institutional support: Logistical support and equipment may be provided to the new, CR-level loans and savings associations. Other sources of support which may be considered include a guarantee fund mechanism.

Results affected: The savings and loan program will contribute to achieving the following results:

- KIR 1.2 :Improved Access to Financial Services
- IR 1.2.1 :Decentralized Financial Systems (DFS) Expanded and Sustained;
- IR 1.2.3: Financial Risks Reduced;
- IR 1.2.4 :More Savings Mobilized; and
- KIR 1.3 :Increased Use of Best Technical and Managerial Practices.

Implementing Instruments or Mechanisms: SECID CA in conjunction with possible arrangements with local decentralized financial structures.

Estimated Costs: \$1,525,000

3.1.2. Dissemination of Best NRM and AG/NR-based Enterprise Practices: The Mission will continue supporting efforts made in prior years under CBNRM and partners such as the Peace Corps, to develop wide-spread use of improved NRM practices and more local AG/NR-based enterprises in the 20 CRs. These efforts are expected to result in higher returns to entrepreneurs' investments in natural resources. The program will continue to:

- * Provide training in improved NRM practices for Small Enterprise Development institutions, AG/NR-based entrepreneurs, etc.;
- * Support to Peace Corps NRM demonstration centers to train NRM-based entrepreneurs;
- * Provide technical support for video production to extend the use of improved NRM technologies to NRM-based enterprises;
- * Provide technical support for the production of documentaries, radio programs, workshops focusing on disseminating improved NRM practices.

Results Affected: The program will contribute to the achievement of the following intermediate results:

- IR 1.3.1 : Improved Access to Information;
- IR 1.3.2 : Increased Access To Appropriate Technology.

Implementing Instruments or Mechanisms: SECID CA, USAID/Peace Corps Memorandum of Understanding, etc.

Estimated Costs: \$250,000

3.1.3. Policy Reform of the Business Environment: This Policy Reform Program will be initiated with the launching of a Road Map Investment Survey to identify key constraints to investment and to formulate policy reform agenda in order to promote a more favorable business climate for increased private investments in Senegal. This will also involve basically policy dialogue among the USAID, other donors, GOS, and private business associations.

Results Affected: The program is expected to contribute to the achievement of:

- KIR 1.1 : Improved Legal,Regulatory and Policy Environment;
- IR 1.1.1: Policy and Regulatory Framework Improved

Implementing Instruments or Mechanisms: Agreement with Foreign Investment Advisory Services (FIAS) and contract with expatriates and local expertise.

Estimated costs:\$250,000

3.1.4. Optional start-up activities: Pending Mission's review and final decision-making, additional activities considered for the first year include: (a) a loan portfolio guarantee program for up to \$3,000,000; and (b) a \$300,000 support to the Judicial system.

3.2. Strategic Objective Two: More effective, democratic and accountable management of services and resources in targeted areas.

3.2.1. Citizen Satisfaction Survey: This will be done in conjunction with AME, per item 2.2.13 above. In order to collect baseline data on citizens' satisfaction with services provided by locally-elected institutions in 50 CRs and 10 communes, an initial survey may be conducted initially in the CBNRM CRs. See Item 2.2.13 above for further detail.

Results Affected: The objective of the survey is to establish baseline data for measuring progress in achieving the SO.

Implementing Instruments or Mechanisms: A sub-agreement may be negotiated under the SECID CA (in close collaboration with AME) to conduct this activity with a local private firm or non-governmental organization to undertake this survey.

Estimated Costs: \$ 100,000

3.2.2. Training: In 20 selected CRs where SECID will continue implementation, the following illustrative activities will be conducted:

* Locally elected officials will receive training and support in dissemination and understanding of decentralization law contents, democracy and citizen participation, conducting meeting negotiation skills, management, finance, numeracy/literacy, public affairs management, planning techniques, time management, leadership skills;

* Establishing cross-sector dialogue for resources and conflict management at the regional level, etc.

Results affected: The above activities will contribute to achieving the following results:

- KIR. 2.1: Increased Capacity of Local Institutions
- IR 2.2.1: Managerial, Leadership, Planning and Analysis Skills Improved.
- IR. 2.2.2: Better Informed and Strengthened Groups concerned with Good Governance
- KIR 2.4: More effective Implementation of Policies and Regulations Related to Dentralization
- IR 2.4.2: Increased knowledge of Decentralization texts and Related legislation

Implementing Instruments or Mechanisms: SECID CA; -- and possibly IQC contract with the Academy for Educational Development (AED) under the Global Training for Development Training (GTD) mechanism.

Estimated Costs: \$600,000

3.2.3. Technical Assistance and Logistical Support: Technical assistance and logistical support will be provided to CRs, NRM Committees, CERPS, etc. to enhance institutional capacity, policy dialogue, as well as for LUMP development and implementation; support to encourage coordination committee operations; monitoring of Regional Env.; Action Plan implementation; miscellaneous studies/surveys to assess status of local institutions to mobilize resources, etc.

Results affected: The above activities will contribute to achieving the following results:

- KIR. 2.1: Increased Capacity of Local Institutions
- IR 2.2.1: Managerial, Leadership, Planning and Analysis Skills Improved.
- IR. 2.2.2: Better Informed and Strengthened Groups concerned with Good Governance
- KIR 2.4: More effective Implementation of Policies and Regulations Related to Dentralization
- IR 2.4.2: Increased knowledge of Decentralization texts and Related legislation

Implementing Instruments or Mechanisms: SECID CA; -- and possible complementary agreements with IQC contracts.

Estimated Costs: \$1,500,000

3.2.4. Leland Initiative activities: In selected areas where CBNRM is active, Leland Initiative activities will be conducted to support information systems which will help local governments and grassroots organizations access information required in the pursuit of their official activities and also for better communication with their counterparts in other regions. Computer equipment, training and technical assistance and Internet connectivity will be provided, as much as possible, to local governments and grassroots organizations in the CBNRM regions. These activities are scheduled to be initiated between November 1998 and December 1999.

Results affected: These Leland Initiatives activities will contribute to the achievement of the following results:

- KIR 2.1: Increased Capacity of Local Institutions
- IR 2.1.2: Increased Access to Good information
- KIR 2.3: Increased Popular Participation in The Management and Oversight of Local Affairs
- IR 2.3.1: Multiple and Regular Channels of Citizen Access to Information Established

- KIR 2.4: More Effective Implementation of Policies and Regulations Related to Decentralization

- IR 2.4.1: Better Coordination Among Levels of Local Governments

Implementing Instruments or Mechanisms: AID/W central funding mechanisms

Estimated Costs: \$250,000

3.2.5. Studies/surveys: Studies and surveys will be conducted to assess the status of local financial resources mobilization as well as the impact resulting from the lengthy delays in the transfer of central funds to the local level. A Policy dialogue program will be engaged with the GOS as well as with the local governments to seek corrective actions to increase revenues at the local level as well as to establish systems for smoother transfer of funds from central to local levels. These studies will be conducted between November 1, 1998 and April 30, 1999.

Results affected: The studies/surveys will contribute to the following results:

- KIR 2.2: Improved Access to Financial Resources
- IR 2.2.1: Improved Transfer of Funds From National to Local Level
- IR 2.2.2: Improved Management and enforcement of Tax Collection Process/Procedures
- IR 2.2.3: Improved Implementation of Policy and Legal Framework Aimed at Increasing Local Government Authority to Raise Revenues

Implementing Instruments or Mechanisms: Contract with local firm

Estimated Costs: \$150,000

3.3. Strategic Objective Three: Increased and sustainable use of reproductive health services (child survival, maternal health, family planning and STIs-AIDS) in the context of decentralization in targeted areas.

3.3.1. Contraceptive Supply and Logistics: USAID/Senegal will continue to support contraceptive supply and logistics management nationwide in Senegal. Specific elements of this activity will include:

- * Purchase and delivery of contraceptives to central warehouse in Dakar and district level depots.
- * Contraceptive stock database maintained for all MOHSA districts and NGO/private "distributors" nationwide, including annual Contraceptive Procurement Tables (CPTs). USAID will strive to integrate this activity into the Pharmacie National d'Approvisionnement (PNA) essential drug supply structure to the extent practical during the transition period.
- * Support for commercial sales of contraceptives outside of pharmacies.

Results affected: The Contraceptive Supply and Logistics activity will contribute to achieving the following results:

- IR 3.1.1 Improved Functionality of Existing Public Service Delivery Points (SDPs)
- IR 3.1.2 Expanded network of Private Providers
- IR 3.3.2 Total non-government Resources Allocated to Health Increased

Implementing Instruments or Mechanisms:

This activity will be implemented through field support funding to the Family Planning Logistics Management (FPLM) and Family Planning Management Development (FPMD) projects. Commercial sales will be supported through the AID/W CAPS (follow-on social marketing) project. It is expected both will arrange sub-contracts with local executing partners.

Estimated Costs: Transition through 6/99 (excluding FY99 funds): \$930,085

3.3.2. Service Quality Assurance: The program will provide partnering technical assistance to MOHSA staff for facilitative supervision of reproductive health services in family planning reference centers. Supervision visits and feedback will be designed to minimize negative effects on service quality and utilization during and after the transition period.

Results affected: The Quality Assurance activity will contribute to achieving the following results:

- IR 3.1.1 Improved Functionality of Existing Public Service Delivery Points (SDPs);
- IR 3.1.2 Expanded network of Private Providers;
- IR 3.1.4 Improved Program and Technical Monitoring of Public and Private Sector SDPs.

Implementing Instruments or Mechanisms: This activity will be implemented through field support funding to the AVSC Cooperative Agreement through the AID/W Global Bureau, and limited support from JHPIEGO over the initial 3 months of the transition period.

Estimated Costs: Transition through 6/99 (excluding FY99 funds): \$321,389

3.3.3. Monitoring and Information Management: USAID/Senegal will continue to support key data gathering and monitoring activities for program impact and assessment of decentralization effectiveness with MOHSA districts. Specific elements of this activity will include:

- * Monitoring of the real-life, real-time application of decentralization laws and their impact on health services in selected regions and districts. Reports will show actual amounts of funds engaged and justified at each level and provide insights on power and authorities exercised, legally or illegally, in the budgeting, planning and execution of health activities at each level.
- * Analysis of policy, legal and regulatory barriers to critical reproductive health services.
- * Support for the 1999 Senegalese National Census.
- * Secondary analyses of 1996/97 Demographic and Health Survey (DHS) data to refine knowledge of determinants and descriptions of fertility, mortality and service utilization in specific areas and population groups. Region-specific DHS reports will be generated and disseminated to MOHSA and local government units.
- * Technical assistance to the MOHSA to generate critical service utilization and monitoring

information. This activity will also provide the Mission with essential data required for program reporting.

* Support for HIV sentinel surveillance in selected areas throughout the transition period.

Results affected: Note that monitoring, and particularly census data, will help develop technical inputs and programming for virtually all areas of the results framework.

- IR 3.1.3 Improved Coordination Between Public and Private Sectors;
- IR 3.1.4 Improved Program and Technical Monitoring of Public and Private Sector SDPs;

Implementing Instruments or Mechanisms: This activity will be implemented through field support funding to the MEASURE project (BUCEN and MACRO International) for surveys and census, FPMD for MIS, PHR for decentralization monitoring, and the IMPACT project for HIV surveillance.

Estimated Costs: Transition through 6/99 (excluding FY99 funds): \$536,720

3.3.4. New Approaches and Lessons Learned: USAID/Senegal will test new approaches to increase use of reproductive health services and increasing local financing of services through user fees and other local sources. Specific activities will involve dialogue to clarify the status of community health committees and support to strengthen their financial management capacity. The program will also work to ensure that contraceptives are integrated into Bamako Initiative drug management and receipts are reinvested in service quality and outreach.

Results affected: The New Approaches and Lessons Learned activity will contribute to more effective programming for finance reform at the local level, as well as achieving the following results:

- IR 3.3.1 Total Local and Central Government Resources Allocated to Health Increased in Real Terms;
- IR 3.3.2 Total Non-Government Resources Allocated to Health Increased;
- IR 3.3.3 A Monitoring System of the Legal and Regulatory Framework for Health Made Functional.

Implementing Instruments or Mechanisms: This activity will be implemented through field support funding to the PHR project, and limited support from the POLICY project over the initial 3 months of the transition period.

Estimated Costs: Transition through 6/99 (excluding FY99 funds): \$125,000

3.3.5. Social Mobilization: The program will carry out limited IEC activities through a targeted mass-media campaign on special topics to encourage continued demand for services (family planning, HIV prevention, and certain child survival topics).

Results affected: The Social Mobilization activity will contribute to achieving the following results:

- IR 3.2.1 Increased Knowledge of the Benefits of CS, MH, FP and STD/AIDS Services;
- IR 3.2.2 Increased Participation of Opinion Leaders (religious, political, and civil) in Social Mobilization;

-IR 3.2.3 Private Sector IEC Activities Expanded.

Implementing Instruments or Mechanisms:

This activity will be implemented through limited field support funding to the CAPS social marketing project and Population Communication Services of the Johns Hopkins University (IEC Project).

Estimated Costs: Transition through 6/99 (excluding FY99 funds): \$534,750

Total Estimated Cost of HPN Transition Activities, excluding any FY99 funds: \$2,447,944

See Lotus budget tables for pipeline and expenditure calculations. All funds will be derived from existing Field Support pipelines.

V. ESTIMATED COSTS:

See attached Tables 1A thru 1C

VI. TIMELINE:

See attached table 3

**USAID/SENEGAL TRANSITION PLAN
TO THE NEW COUNTRY STRATEGIC PLAN FOR 1998-2006**

ACTIVITIES	START --END or COMPLETION DATES	RESPONSIBLE PARTIES
A. CLOSE-OUT/EXTENSIONS OF CURRENT ACTIVITIES:		
1. Extend activities under existing SOAGs beyond September 1998: (1) SOAG1: MSH Health Close-out activities: (2) SOAG2: NRBAR CID long-term and in-country training; (3)SOAG2: CBNRM/SECID Long-term training; and (4) SOAG2: AG/NRM Impact Assessment	02/98-05/98	SWAT/SOT1/ SOT2
2. Decide on completion of PVO/NGO Activity and NTF Contract on June 30, 1999	05/30/98	DIR/CATT
3. Decide on extension of HRDA to provide for critical training programs during FY 99.	06/30/98	DIR/CATT
4. Initiate close-out of technical activities of old strategy	06/30/98	Impl. Instrument partners/GOS /Mission Teams
5. Conclude USAID/Senegal's participation in multi-donor-funded national agricultural census	09/30/98	DIR/SOT2/PRM
6. Disband current Mission teams	09/30/98	SOT1, SOT2, CATT, TT
7. Designation of teams or individuals in new Mission structure responsible for continuing activities	09-30-98	DIR
B. PHASE-IN of THE NEW PROGRAM:		
1. Definition and decision regarding specific first year activities	06/02/98	TT/DIR/PRM
2. Discuss parameters for amending SECID Cooperative Agreement	0/6/03/98	RCO/SOT2
3. Conduct workshop to decide on contract options and modalities, and how to operationalize the demand-driven approach.	06/04/ - 06/05/98	DIR/RCO/TT/ PRM
4. Prepare procurement plan for implementing instruments	06/10/98	TT

ACTIVITIES/	START -- END	RESPONSIBLE PARTIES
5. Consolidate the CSP by incorporating changes discussed at the USAID/W review	06/15/98	PRM
6. Hire a PSC D/G Specialist .	06/15/98	TT/PRM/RCO
7. Complete development of Results Packages.	06/30/98	TT
8. Develop IEEs for new SOs and obtain approval from AFR Bureau EEO.	06/30/98	TT
9. Develop, negotiate three new SOAGs, and obtain GOS approval	07/01/- 08/31/98	TT/PRM
10. Pre-select first-year zones of intervention for new activities	08/98	TT
11. Amend SECID Cooperative Agreement to reorient it under new strategy.	06/30 - 09/30/98	old SOT2, TT, new SOT1& SOT2, AME, RCO AME/RCO
12. Contract for establishment and start-up of IMS, M&E Plan and initial baseline data collection	07/30/98 - 08/31/98	TT-PRM-RCO
13. Contract for initial outreach campaign	09/30	TT/PRM/RCO
14. Establish all new USAID/Teams to implement new strategy	05/98/ - 10/30/98	ADM/DIR/PRM
15. Amend USGS/EROS PASA to permit completion of current activities	08/31/98	AME/RCO

Table 1 A: Private Sector Program (SO 1)
Transition Plan Budget
 Period 10/98 through 9/99

	estimated costs U.S. \$
A. Savings and loans for AG/NRM-based Enterprises	1,525,000
B. Dissemination of best NRM and AG/NRM-based Practices	250,000
C. Policy Reform of the Business Environment	250,000
D. Optional additional activities	750,000
- Loan portfolio guarantee program	(300,000)
- support to the judicial system	(300,000)
- Support to business and professional associations	(150,000)
TOTAL SO1 TRANSITION PLAN BUDGET:	\$2,775,000

Table 1B: **Decentralization Program (SO 2)**
Transition Plan Budget
Period 10/98 through 9/99

A. Citizen satisfaction survey	\$100,000
B. Training	600,000
C. Technical assistance & logistical support	1,500,000
D. Leland Initiative activities	250,000
E. Studies/surveys	150,000
TOTAL SO2 TRANSITION PLAN BUDGET:	\$2,600,000

Table 1C:

**Health Program (SO 3)
Transition Plan Budget Detail
Period 10/98 through 6/99**

	est cost 10/98-6/99
A. Contraceptive Supply & Logistics	954,360
1. Contraceptive procurement	679,000
2. Contraceptive database Mgt	70,144
3. Contraceptive delivery	105,216
4. Contraceptive commercial sales	100,000
B. Service Quality Assurance	351,197
1. Reference center quality program	351,197
C. Monitoring and Data Mgt	562,720
1. Decentralization tracking	255,220
2. National census	85,000
3. DHS 96/97 secondary analysis	0
4. MOHSA SIG	60,000
5. HIV Sentinel surveillance	162,500
D. New Approaches	125,000
1. New Approaches to Finance & Outreach	125,000
E. Social Mobilization	534,750
1. Community outreach support	534,750
Total Transition Plan:	\$2,528,027